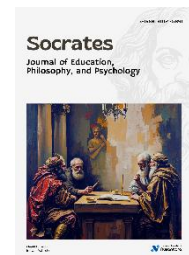




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Psychological Safety and Employee Work Productivity: A Literature Review of Psychology and Human Resources

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Abstract: Employee work productivity is a key factor influencing organizational effectiveness and competitiveness. In addition to technical and managerial factors, psychological factors have increasingly been recognized as important determinants of employee performance. One of these factors is psychological safety, defined as an individual's perception of being able to express opinions, ask questions, share ideas, and admit mistakes without fear of negative consequences. This study aims to review and synthesize previous research findings regarding the relationship between psychological safety and employee work productivity. This study employed a literature review method by analyzing relevant articles obtained from several academic databases, including Google Scholar, Scopus, ScienceDirect, SpringerLink, Wiley Online Library, and Taylor & Francis Online. The selected literature was reviewed systematically based on predetermined inclusion and exclusion criteria. The findings indicate that psychological safety has a positive relationship with employee work productivity. Employees who experience higher levels of psychological safety tend to engage in open communication, knowledge sharing, collaboration, and innovative behavior, which contribute to improved work effectiveness and efficiency. Furthermore, psychological safety enhances work engagement and organizational learning, leading to better performance outcomes. In contrast, low psychological safety may hinder communication, increase work stress, and reduce productivity. The review highlights the importance of creating a psychologically safe work environment as a strategy for improving employee productivity and supporting sustainable organizational performance.

Keywords: Psychological Safety, Employee Work Productivity, Organizational Performance, Literature Review, Psychology, Human Resource.

INTRODUCTION

Changes in the work environment that are increasingly dynamic, complex and competitive require organizations to be able to maintain employee work productivity as one of the main factors in organizational success (Paresae, 2022). Work productivity not only reflects the ability of employees to produce optimal output, but also describes the effectiveness of the use of human resources in achieving organizational goals (Setiawan et al., 2022). In today's era of digital

transformation and global competition, organizations are required to continuously improve the quality of employee performance to be able to adapt to rapid change (Fernandez & Ali, 2025). Therefore, various factors that can influence work productivity are an important concern for researchers and organizational practitioners. One psychological factor that has received increasing attention in recent years is psychological safety (Setiadi, 2023).

Psychological safety is a condition where individuals feel safe to express opinions, ask questions, convey ideas, admit mistakes, and provide input without fear of receiving punishment, excessive criticism, or other negative consequences (A. C. Edmondson et al., 2016). In a work environment that has a high level of psychological safety, employees feel valued, accepted and supported so that they are more willing to take initiatives and actively participate in various organizational activities (Wicaksana, 2025). On the other hand, a work environment that lacks psychological safety can cause employees to be reluctant to express ideas, hide mistakes, and avoid open communication which is actually very necessary to increase work effectiveness (Cakra et al., 2023).

The importance of psychological safety is increasingly relevant as the characteristics of modern work change, which demands high levels of collaboration, creativity and problem-solving skills (Dudung Abdullah, 2022). In such situations, psychological safety becomes the foundation that enables open communication and healthy interpersonal relationships in the workplace. When employees feel psychologically safe, they are more likely to have the courage to express new ideas, provide constructive feedback, and contribute optimally to achieving organizational goals (Diptya Baswara, 2023). This condition can ultimately improve the quality of organizational decisions, accelerate the learning process, and encourage higher work productivity (Ong & Mahazan, 2020).

Research conducted by Uguy et al., (2025) shows that psychological safety is closely related to various positive indicators within an organization, such as work engagement, job satisfaction, organizational commitment, innovative behavior, and individual and team performance. Employees who feel psychologically safe tend to exhibit higher levels of motivation because they are less afraid of negative judgment from coworkers or superiors. (Nurdiawati & Atiatunnisa, 2018). Furthermore, psychological safety allows for a more effective exchange of knowledge, allowing work to be completed more efficiently. In the context of work productivity, this condition has the potential to improve the quality of work results, accelerate task completion, and reduce errors that can hinder the achievement of organizational goals (Pahira & Rinaldy, 2023).

Conversely, low psychological safety can lead to various problems that negatively impact employee productivity. When employees are afraid to express their opinions or reveal mistakes, organizations risk losing important information that could be used to improve work processes (Fauziyah et al., 2016). Employees may choose to remain silent despite knowing about work-related problems due to fear of criticism or sanctions. This can create a passive work culture, one that lacks innovation and supports organizational learning (Newman et al., 2017). In the long term, low psychological safety can hinder organizational development because various potential improvements and innovations are not communicated optimally (Fadillah, 2024).

In addition, low psychological safety can also increase levels of work stress and psychological fatigue in employees (Rahayu & Sutisna, 2025). A work environment full of pressure and fear often makes individuals feel uncomfortable in carrying out their duties. Employees must spend additional energy to avoid mistakes or maintain their self-image in front of colleagues and superiors (Wicaksono et al., 2022). As a result, psychological resources that should be used to complete work productively are instead depleted by dealing with social pressures in the workplace. This can reduce focus, concentration, and work motivation, resulting in suboptimal employee productivity (Saputra & Natalia, 2021).

Not only does low psychological safety impact individual work productivity, it can also impact the long-term sustainability of an organization. Organizations that fail to create a psychologically safe work environment risk high employee turnover, low work engagement, and

decreased loyalty to the organization (Rony, 2017). Employees who feel unappreciated or do not have space to express their opinions tend to look for other work environments that better support their psychological needs (Vian & Sugianto, 2025). High turnover rates can have various consequences, such as increased recruitment and training costs, as well as the loss of knowledge and experience acquired by departing employees. Ultimately, this situation can hinder the achievement of organizational goals and reduce the company's competitiveness (Qodariah, 2019). Therefore, a more comprehensive study is needed to understand how psychological safety contributes to employee work productivity and the factors that can strengthen or weaken this relationship. A literature review is a relevant approach to identifying, analyzing, and synthesizing existing research findings to provide a deeper understanding of the development of psychological safety and work productivity studies.

Based on the above description, psychological safety is an important issue to research because it plays a strategic role in supporting employee productivity and organizational success. A psychologically safe work environment can encourage open communication, effective collaboration, innovation, and higher work engagement. Conversely, organizational failure to create psychological safety can lead to decreased productivity, increased work stress, reduced innovation, and high employee turnover. Therefore, this literature review aims to comprehensively examine various research findings regarding the relationship between psychological safety and employee productivity, thereby providing theoretical and practical contributions to the development of more effective human resource management strategies in the future.

METHOD

This research employed a literature review method, which aimed to identify, analyze, and synthesize various research findings related to the relationship between psychological safety and employee work productivity. This method was chosen because it enabled researchers to gain a comprehensive understanding of conceptual developments, empirical findings, and previous research directions in various organizational and industrial contexts. The literature search was conducted through several reputable scientific databases, such as Google Scholar, Scopus, ScienceDirect, SpringerLink, Wiley Online Library, and Taylor & Francis Online. The search for articles used a combination of keywords, including "psychological safety," "employee productivity," "work productivity," "employee performance," "workplace psychological safety," "organizational performance," and "psychological safety and productivity." These keywords were used either singly or in combination with Boolean operators (AND and OR) to obtain literature relevant to the research focus.

The inclusion criteria used in this study include: (1) empirical research articles and conceptual articles that discuss psychological safety and employee work productivity; (2) articles published in reputable scientific journals and have gone through a peer review process; (3) articles published within the last ten years to obtain an overview of the latest research developments; (4) articles available in both Indonesian and English; and (5) articles that have access to the full text. Meanwhile, exclusion criteria include articles that do not discuss the relationship between psychological safety and work productivity, duplicate articles, conference proceedings, undergraduate theses, dissertations, and articles that do not provide adequate methodological information. The literature review process involved identification, screening, feasibility assessment, and article analysis. During the identification stage, all articles obtained from various databases were collected and recorded. A screening process was then conducted based on the title and abstract to ensure their relevance to the research topic. Articles that met the criteria were then thoroughly reviewed through full-text reading. Selected articles were analyzed to identify research characteristics, including the research objectives, research design, sample characteristics, instruments used, and key findings related to the relationship between psychological safety and employee productivity.

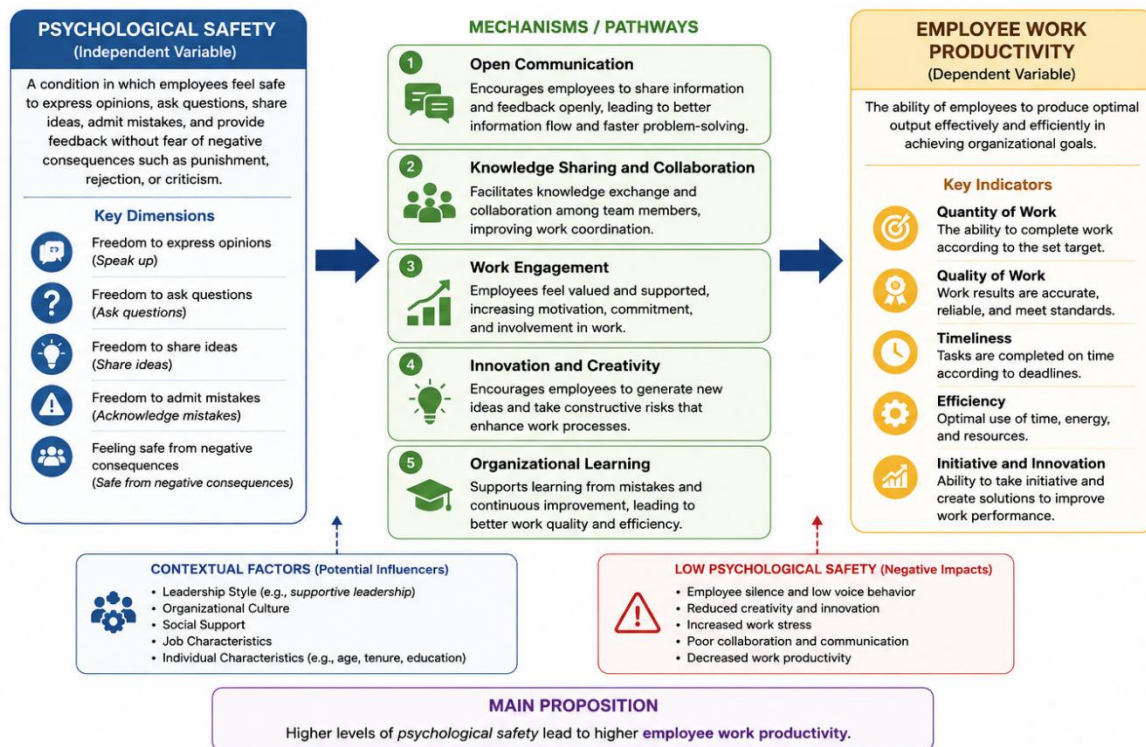


Figure 1. Literature Review Research Pattern

RESULTS AND DISCUSSION

Results

Table 1. Synthesis of Previous Research on Psychological Safety and Employee Work Productivity

No	Author	Research Title	Method	Sample/Research Context	Key Findings
1	(Edmondson, 1999)	Psychological Safety and Learning Behavior in Work Teams	Quantitative	Work teams in various organizations	Psychological safety improves team learning behavior, open communication, and work effectiveness.
2	(Baer & Frese, 2003)	Innovation is Not Enough: Climates for Initiative and Psychological Safety	Quantitative	Manufacturing companies in Germany	A psychologically safe work climate is positively related to organizational performance and innovation.
3	(Carmeli et al., 2009)	Learning Behaviours in the Workplace: The Role of High-Quality Relationships and Psychological Safety	Quantitative	Service sector employees	Psychological safety facilitates organizational learning which has an impact on improving employee performance.
4	(Walumbwa & Schaubroeck, 2009)	Leader Personality Traits and Employee Voice Behavior	Quantitative	Employees of various organizations	Psychological safety increases voice behavior which contributes to work effectiveness and productivity.

5	(Detert et al., 2007)	Leadership Behavior and Employee Voice: Is The Door Really Open?	Qualitative	Private company employees	Employees who feel psychologically safe are more active in providing ideas and solutions for work improvements.
6	(Newman et al., 2017)	Psychological Safety: A Systematic Review of the Literature	Systematic Review	Various organizations	Psychological safety contributes to improving individual and team performance.
7	(A. C. Edmondson & Lei, 2014)	Psychological Safety: The History, Renaissance, and Future of an Interpersonal Construct	Literature Review	Various organizational contexts	Psychological safety is an important factor in the effectiveness of modern collaboration-based organizations.

Based on the results of a search and analysis of various literature discussing psychological safety and employee work productivity, it was found that most studies indicate a positive relationship between the two variables. Psychological safety is understood as a condition where individuals feel safe to express opinions, ask questions, provide input, and admit mistakes without fear of negative consequences such as punishment, rejection, or detrimental criticism (A. Edmondson, 1999). In an organizational context, these conditions contribute to the creation of a work environment that supports openness, collaboration, and continuous learning (Sartika & Rachmat, 2023).

A literature synthesis shows that psychological safety plays a crucial role in improving the quality of workplace communication. Employees who feel psychologically safe tend to be more open in sharing work-relevant ideas and information. This open communication allows for a more effective exchange of knowledge, thus helping to complete tasks more efficiently. Several studies have also found that teams with high levels of psychological safety have better coordination skills than teams with low levels.

In addition to influencing communication, psychological safety has also been found to be associated with increased work engagement. Employees who feel valued and accepted in the workplace demonstrate higher levels of enthusiasm, dedication, and engagement with their work. This encourages individuals to put forth their best effort in completing tasks, resulting in increased work productivity. Several studies have even shown that work engagement may be a mechanism explaining how psychological safety impacts employee productivity.

Other findings suggest that psychological safety contributes to the emergence of innovative behavior. In a psychologically safe work environment, employees feel more comfortable expressing new ideas and trying different approaches to completing tasks. This courage to take constructive risks enables organizations to generate innovative ideas that can improve work efficiency and effectiveness. Thus, psychological safety impacts not only individual productivity but also the overall productivity of the organization.

On the other hand, various studies show that low psychological safety can have a number of negative consequences. Employees who feel psychologically unsafe tend to avoid open communication, hide mistakes, and are reluctant to express their opinions. This condition hinders the organizational learning process and reduces opportunities to address various problems that arise in the workplace. As a result, work effectiveness declines and organizational productivity suffers.

In general, the literature review indicates that psychological safety is a psychological factor that significantly contributes to increased work productivity. This relationship appears consistent across various employment sectors, including services, education, healthcare, technology, and manufacturing. Despite differences in research context, the majority of studies

indicate that psychological safety plays a supporting role in creating a productive work environment.

Discussion

The results of this literature review indicate that psychological safety plays a crucial role in increasing employee productivity. This finding aligns with Edmondson's theory, which explains that individuals are more effective at work when they feel safe to actively participate in the social environment in which they work. A sense of psychological safety allows individuals to focus on completing tasks and achieving organizational goals without worrying about the social risks that may arise from their actions or opinions.

One of the main mechanisms explaining the relationship between psychological safety and work productivity is improved communication quality. In organizations with high levels of psychological safety, employees tend to be more open in sharing information, providing input, and reporting problems they encounter. This open communication allows organizations to identify work obstacles more quickly and find more effective solutions. Conversely, when psychological safety is low, employees often choose to remain silent even when recognizing errors or opportunities for improvement. This condition can hinder decision-making and reduce work effectiveness.

In addition to communication, psychological safety is also closely related to the organizational learning process. A safe work environment allows employees to admit mistakes and use them as a source of learning. Organizations that are able to create a healthy learning culture will be more adaptable to changes in an increasingly dynamic business environment. This ability to adapt is an important factor in maintaining work productivity amidst technological changes, market demands, and increasingly complex competition.

The findings in this literature review also indicate that psychological safety is closely related to work engagement. Employees who feel supported by their coworkers and superiors tend to have higher intrinsic motivation. They feel that their contributions have value to the organization, which encourages them to perform optimally. High work engagement leads to individuals being more focused, enthusiastic, and responsible in carrying out their duties. Therefore, psychological safety can be viewed as a factor supporting productivity by increasing employee motivation and work engagement.

Furthermore, psychological safety also plays a role in encouraging innovation and creativity. Modern organizations require the ability to continuously innovate to survive in a competitive environment. Innovation often arises from individuals' courage to propose new ideas or question established procedures. However, such behavior can only thrive if individuals feel safe from potential social risks. Therefore, psychological safety is a crucial foundation for establishing a culture of innovation, which ultimately contributes to increased productivity and organizational performance.

Conversely, organizational failure to create psychological safety can have various negative impacts. Low psychological safety can increase work stress, decrease job satisfaction, and diminish organizational commitment. Employees who feel psychologically unsafe are prone to emotional exhaustion due to having to constantly be cautious in their interactions with the work environment. In the long term, this condition can lead to decreased productivity, increased absenteeism, and high employee turnover. Organizations also risk losing important ideas and information that could be used to improve work effectiveness.

Although most research shows a positive relationship between psychological safety and work productivity, some studies indicate that this relationship may be influenced by other factors, such as leadership style, organizational culture, social support, job characteristics, and level of work engagement. These findings suggest that psychological safety does not operate in isolation but interacts with various other organizational factors. Therefore, future research needs to further examine the role of mediating and moderating variables that can strengthen or weaken the relationship between psychological safety and work productivity.

Based on the overall findings analyzed, it can be concluded that psychological safety is a crucial factor in creating a productive work environment. Organizations need to develop a work culture that supports openness, trust, and respect for each team member. The role of leaders is also crucial in fostering a sense of psychological safety through supportive communication, providing constructive feedback, and recognizing employee participation. By creating high levels of psychological safety, organizations have a greater opportunity to increase work productivity, performance quality, and long-term organizational sustainability.

CONCLUSION

Based on the findings of this literature review, it can be concluded that psychological safety plays a significant role in enhancing employee work productivity. The majority of studies reviewed consistently demonstrate that employees who feel psychologically safe are more likely to communicate openly, share knowledge, participate actively in problem-solving, and engage in innovative behaviors. These positive behaviors contribute to improved work effectiveness, efficiency, and overall organizational performance. Psychological safety also supports employee work engagement, organizational learning, and collaboration among team members, which are essential elements for maintaining productivity in modern workplaces. Conversely, low levels of psychological safety may result in communication avoidance, reluctance to report mistakes, reduced creativity, increased work stress, and lower employee productivity. In the long term, such conditions may negatively affect organizational performance and sustainability.

Furthermore, the relationship between psychological safety and work productivity is influenced by several organizational factors, including leadership style, organizational culture, social support, and job characteristics. Therefore, organizations should prioritize the development of a supportive and inclusive work environment where employees feel respected, valued, and free to express their ideas without fear of negative consequences. This literature review contributes to the understanding of psychological safety as a strategic organizational resource that can improve employee productivity and organizational effectiveness. Future research is recommended to explore mediating and moderating variables that may further explain the relationship between psychological safety and employee work productivity across different organizational contexts and industries.

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